

Exercise One: SWOT Analysis of the Current Situation

To help define the local context, capitalize on your strengths and mitigate potential weaknesses, Exercise One will ask you to identify internal and external factors that will influence your advocacy work. As you begin your work, ask yourself:

- *What factors will assist our ambitions?*
- *What factors will hinder our ambitions?*

To complete the exercise, brainstorm the factors that will affect your ambitions and categorize them as Strengths, Weaknesses, Opportunities, or Threats.

A.) Strengths

Strengths are current conditions internal to our work that we can take advantage of to help us achieve our sustainability ambitions.

B.) Weaknesses

Weaknesses are obvious, or sometimes not so obvious, current conditions internal to our program/partnership that will hinder our ambitions unless we develop a way to address, correct or avoid them.

C.) Opportunities

Opportunities are the factors that are current, but external to our program/partnership that create an ideal climate to accomplish our ambitions.

D.) Threats

Threats are the factors that are current, but external to our program/partnership that could get in our way of accomplishing our ambitions if we don't have a plan for responding to them.

SWOT Analysis of the Current Situation	
A.) Strengths (Internal)	B.) Opportunities (External)
C.) Weaknesses (Internal)	D.) Threats (External)

Instructions for Exercise Two: Setting Advocacy Goals

This exercise will help you define some broad advocacy goals. At this point, worry less about the implementation details and focus more on articulating what you would like to accomplish so that your community building activities are well defined and understood.

To begin the exercise, create a name for your goal that will be used consistently throughout the planning process and among project staff moving forward. Begin shaping your plan by entering information in the appropriate box defined below:

(A) What do we want to promote, change, or accomplish? Use this space to clearly state the intention and purpose of your goal: are you hoping to raise awareness of your program or issue, convince community to take a position on a particular issue, or asking community members to act on a particular issue?

(B) Activity Type: Check off the type of activity that is most appropriate for your strategy.

- Promotional activity: raising *awareness* among community members
- Informational activity: improving the *comprehension* among community members
- Persuasive activity: *convincing* community members to adopt a specific position on an issue
- Motivational activity: *inspiring* community members to participate in project activities, become active leaders in engaging others, and more fully participating in the educational/political process

(C) Why the Community Will Care: Use this space to adopt the perspective of your community members and document reasons why members will care about your activity. Are they vested in your program or an issue? What will capture their interest? What will motivate them to work towards your goals?

(D) Strategy Objectives: Brainstorm some desired objectives for your strategy to help shape your community building activities and set targets for defining your success. Consider what you can reasonably accomplish in 90 days, one year, or three years from now.

(E) Anticipated Outcomes: Consider each objective that you created in (D) and document the outcomes that would occur if that objective was met. Consider how the objective will impact your project, partnership, or community-at-large.

Advocacy Goal #1:		
(A) What do we want to promote, change, or accomplish?	(B) Activity Type	(C) Why the Community Will Care
	<input type="checkbox"/> Promotional <input type="checkbox"/> Informational <input type="checkbox"/> Persuasive <input type="checkbox"/> Motivational	
	(D) Strategy Objectives	(E) Anticipated Outcomes
	90 Day	
	One Year	
	Three Year	

Advocacy Goal #2:		
(A) What do we want to promote, change, or accomplish?	(B) Activity Type	(C) Why the Community Will Care
	<input type="checkbox"/> Promotional <input type="checkbox"/> Informational <input type="checkbox"/> Persuasive <input type="checkbox"/> Motivational	
	(D) Strategy Objectives	(E) Anticipated Outcomes
	90 Day	
	One Year	
	Three Year	

Advocacy Goal #3:		
(A) What do we want to promote, change, or accomplish?	(B) Activity Type	(C) Why the Community Will Care
	<input type="checkbox"/> Promotional <input type="checkbox"/> Informational <input type="checkbox"/> Persuasive <input type="checkbox"/> Motivational	
	(D) Strategy Objectives	(E) Anticipated Outcomes
	90 Day	
	One Year	
	Three Year	

Exercise Three: Identifying Advocacy Targets

Part One: This exercise is concerned primarily with bridging the “effectiveness” and the “popularity” standards. This is particularly important for developing programs that have not yet emerged as meeting all the perceived conditions of an “effective” program but that can position their supporters to create the political will to persuade individuals and groups to support the program.

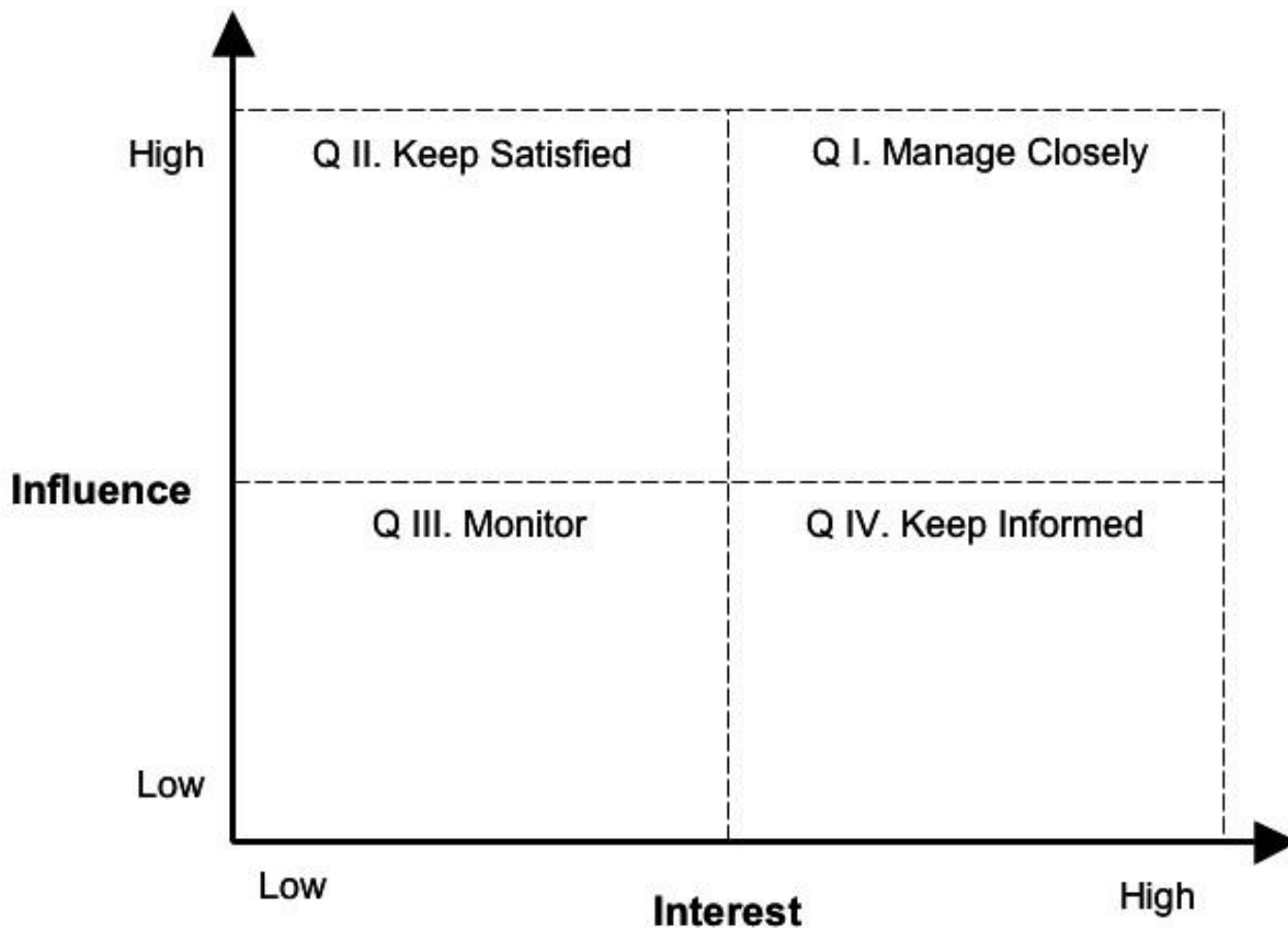
In the following table, please identify those individuals/groups that will exert a degree of influence over your ambitions and the extent to which they might support or resist your program / request. You will want to focus on those stakeholders who have a local and specific interest in your program rather than on tangential educational or political leaders.

Who are the key stakeholders, and to what extent will they support or resist the ambitions of your program?

<i>Name of Individual/Group</i>	Strongly Opposes	Opposes	No Commitment	Let It Happen	Help It Happen	Make It Happen

<i>Name of Individual/Group</i>	Strongly Opposes	Opposes	No Commitment	Let It Happen	Help It Happen	Make It Happen

Part Two: In the following matrix, prioritize your list of key individuals/groups based on their level of influence (power to affect sustainability decisions) and their level of interest (level of engagement). Begin by recording the name of each stakeholder identified in part one in the appropriate region



Part Three:

Use the following table to brainstorm strategies for increasing the level of support and interest of high-priority individuals and groups in relationship to your ambitions. Document your current management effort and determine whether that level of effort is appropriate. Consider how their motivation, interests, and opinions reveal potential leverage points that may be incorporated into your strategy for gaining their support.



Individual/Group Name	Management Effort (Manage Closely, Keep Satisfied, Monitor, Keep Informed)	Strategy for Increasing Support

Exercise Four: Brainstorming—Linking Goals, Audiences, and Action Steps

The purpose of Exercise Four is to brainstorm activities that will meet our goals and will ensure cohesion between our goals, audience, and proposed action steps. Focus on the big ideas rather than detailed descriptions of how to implement actions.

Step One: In the following planning “fishbone,” restate your draft goal in the space in Column (A).

Step Two: In Column (B), identify the primary audiences (individuals/groups) that your goal relies on.

Step Three: In Column (C), brainstorm and document what necessary action steps you need to take with each audience to achieve the goal.

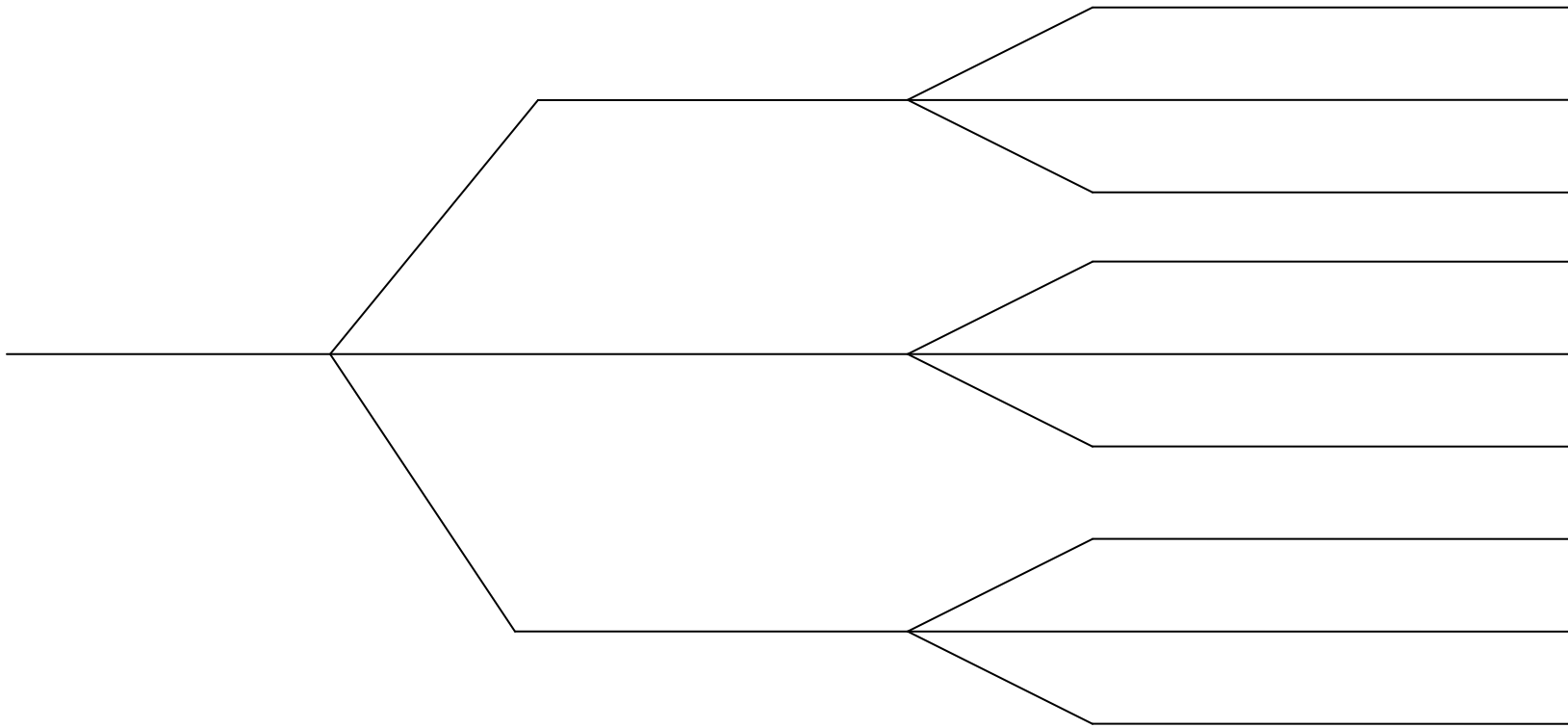
Step Four: On the table, begin to further describe the elements that will comprise your action plan:

- (D) Describe what you plan to do
- (E) Identify who can help you implement the plan
- (F) Describe what you need to pull it off
- (G) Identify when you will do it
- (H) Describe how you will know the work is done

(A) Goal

(B) Audience

(C) Action Steps

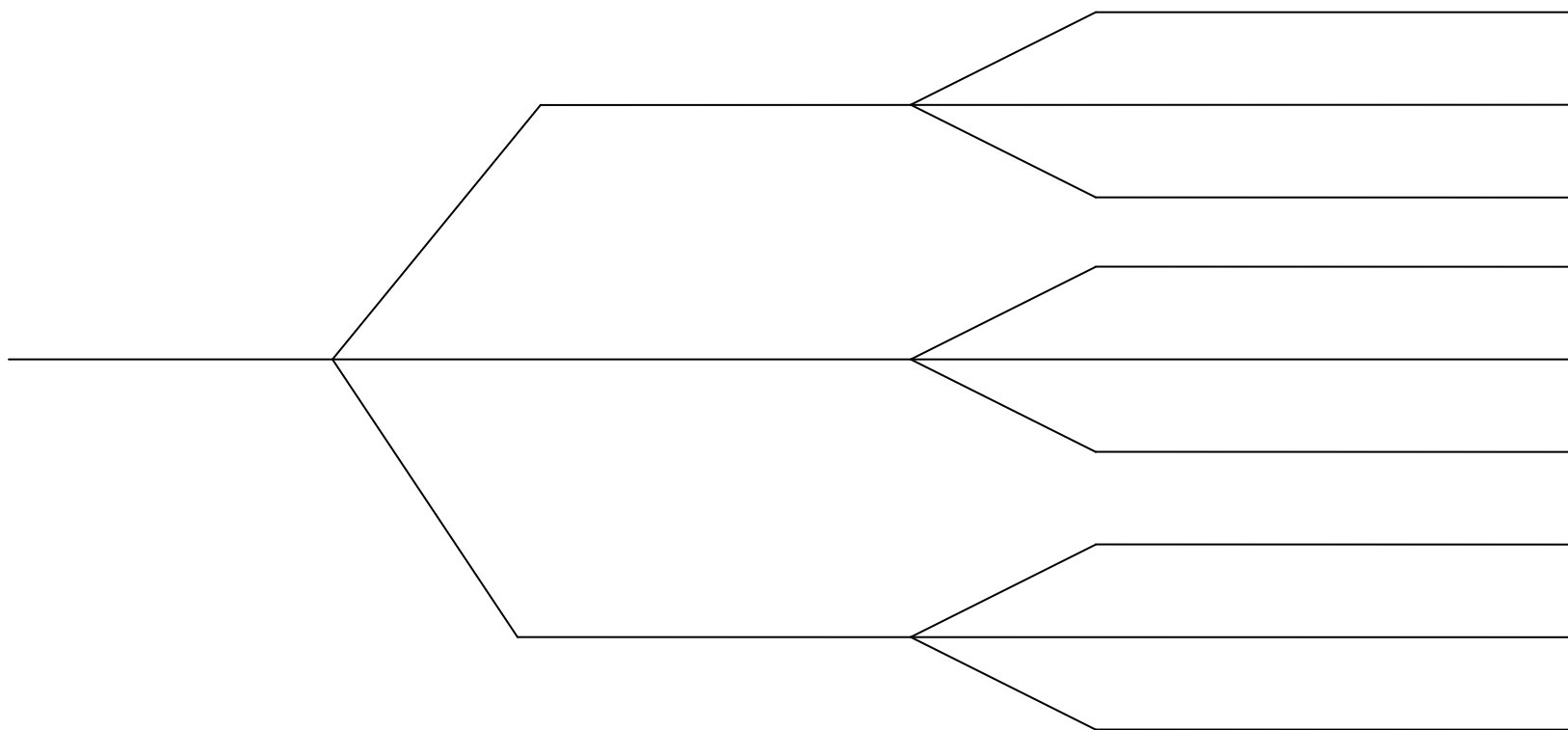


(A) Restate Goal:				
(B) Restate Target Audiences:				
(D) What I Will Do:	(E) Who Will Help Me:	(F) What I Will Need to Do It:	(G) When I Will Do It:	(H) How I Will Know When I Am Done:
See C from "Fishbone" Action #1				
Action #2				
Action #3				
Action #4				
Action #5				

(A) Goal

(B) Audience

(C) Action Steps



(A) Restate Goal:				
(B) Restate Target Audiences:				
(D) What I Will Do:	(E) Who Will Help Me:	(F) What I Will Need to Do It:	(G) When I Will Do It:	(H) How I Will Know When I Am Done:
See C from "Fishbone" Action #1				
Action #2				
Action #3				
Action #4				
Action #5				